



IDAHO COMMISSION FOR LIBRARIES

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STRATEGIC PLAN 2009 – 2013

Vision:

Idaho libraries are the nexus of global information, innovative services and community, enabling us to sustain our history, empower our present and create our future.

Mission:

The Idaho Commission for Libraries assists libraries to build the capacity to better serve their clientele.

Values:

Library Ideals: We believe libraries exist for the public good. They are essential to literacy and informed citizens in a democratic society. We affirm intellectual freedom, life-long learning, customer privacy, and public access to information.

Customer Service: We deliver high quality customer service to internal and external customers.

Relationships: We achieve organizational effectiveness through mutual support, trust, value, and respect.

Collaboration: We accomplish goals using shared leadership, teamwork and consensus.

Learning Organization: We continuously improve services by creating, gathering, and transferring information and modifying behaviors to reflect new knowledge and insights.

Goals and Objectives

Goal 1: Idaho libraries strategically position themselves to actively create and embrace the future. (SBOE goal: Quality)

Objective 1: Develop events to keep the Idaho library community engaged with the future.

- *Performance Measure:*
 - Number of events and participants
- *Benchmark:*
 - At the end of a CE event, 80% of respondents surveyed will indicate their skills and knowledge level is at 4 or 5 with 1 being low and 5 being high.
 - 75% of attendees surveyed will indicate they have made changes in their library procedures or services as a result of participating in the event when measured 6 weeks to 6 months after the event.

Objective 2: Generate and share innovative ideas.

- *Performance Measure:*
 - Facilitate a minimum of 4 SPLAT (Special Projects Library Action Team) meetings per year
- *Benchmark:*
 - 90% of SPLAT members surveyed will feel they have positively contributed to the development of statewide programs and services.
 - 75% of those surveyed will indicate learning about a new technology through a SPLAT activity.

Objective 3: Develop events to keep the Idaho library community engaged with the emerging trends in information access.

- *Performance Measure:*
 - Number of events and participants
- *Benchmark:*
 - Provide at least 6 events per year via alternative presentation methods.
 - Present at least 1 event per year dealing with current trends in delivering information and services.
 - 75% of attendees surveyed will indicate they have made changes in their library procedures or services as a result of participating in the event when measured 6 weeks to 6 months after the event.

Objective 4: Develop, coordinate, provide and support programs and services to meet the needs of different populations.

- *Performance Measure:*
 - Number of events and participants
- *Benchmark:*

- 75% of attendees surveyed will indicate they have made changes in their library procedures or services as a result of participating in the event when measured 6 weeks to 6 months after the event.

Goal 2: Idaho libraries develop and sustain services valued by digital natives.

(SBOE goals: Quality, Access)

Objective 1: Create events targeted to the needs of digital natives.

- *Performance Measure:*
 - Number of events and participants
- *Benchmark:*
 - At the end of a CE event, 80% of respondents surveyed will indicate their skills and knowledge level is at 4 or 5 with 1 being low and 5 being high.
 - 75% of attendees surveyed will indicate they have made changes in their library procedures or services as a result of participating in the event when measured 6 weeks to 6 months after the event.

Objective 2: Advance the development and expansion of libraries' web presence.

- *Performance Measure:*
 - Number of public libraries with web sites
- *Benchmark:*
 - By 2012, 90% of the public libraries will have web sites that meet ICFL's basic standards.

Objective 3: Identify and promote information technologies.

- *Performance Measure:* under development

Goal 3: Idaho libraries flourish as a central place in a learning society, creating and promoting a vital identity. (SBOE goals Quality, Access)

Objective 1: Develop, coordinate, provide, and support reading and literacy programs and services.

- *Performance Measure:*
 - Registrations at summer reading programs
- *Benchmark:*
 - 10% annual increase
- *Performance Measure:*
 - Number of events and participants
- *Benchmark:*
 - At the end of a CE event, 80% of respondents surveyed will indicate their skills and knowledge level is at 4 or 5 with 1 being low and 5 being high.

- 75% of attendees surveyed will indicate they have made changes in their library procedures or services as a result of participating in the event when measured 6 weeks to 6 months after the event.

Objective 2: Provide and support access to information.

- *Performance Measure:*
 - % increase in interlibrary loans through LiLI Unlimited (to/from)
- *Benchmark:*
 - 2% annual increase
- *Performance Measure:*
 - % increase in LiLI Unlimited participating libraries
- *Benchmark:*
 - 5% annual increase
- *Performance Measure:*
 - Value of the LiLI Databases licenses if purchased individually by all libraries compared to actual costs
 - Number of LiLI Databases sessions/logins
 - Number of LiLI Databases full text views
- *Benchmark:*
 - Value > Actual costs
- *Performance Measure:*
 - Number of schools with certified teacher librarians
- *Benchmark:*
 - Increase in student test scores in schools with certified teacher librarians

Objective 3: Provide professional development opportunities and training in multiple formats.

- *Performance Measure:*
 - Number of events and participants
- *Benchmark:*
 - At the end of a CE event, 80% of respondents surveyed will indicate their skills and knowledge level is at 4 or 5 with 1 being low and 5 being high.
 - 75% of attendees surveyed will indicate they have made changes in their library procedures or services as a result of participating in the event when measured 6 weeks to 6 months after the event.

Objective 4: Survey and evaluate library programs and services.

- *Performance Measure:*
 - Attendance at public libraries
 - Percentage of Idaho citizens who identify libraries as important
- *Benchmark:*
 - 90% identify libraries as important
- *Performance Measure:*

- Number of libraries submitting annual statistics
- *Benchmark:*
 - 95% of public libraries will submit their data for inclusion in the annual statistical report.
 - After the pilot project, there will be a 10% annual increase in the number of school libraries submitting data for the annual statistical report.

Goal 4: Idaho libraries sustain an infrastructure that provides for services in an atmosphere of innovation and change. (SBOE goal: Efficiency)

Objective 1: Utilize members of the library community to develop statewide programs and services.

- *Performance Measure:*
 - Number of library community group meetings per year
- *Benchmark:*
 - Average 12 library community group meetings per year.
 - 90% of library community group members surveyed will feel they have positively contributed to the development of statewide programs and services.

Objective 2: Encourage libraries to develop and deliver innovative programs or services.

- *Performance Measure:* Under development

Objective 3: Maintain, revise, and develop opportunities for basic services.

- *Performance Measure:*
 - Number of events and participants
 - Number of e-courses completions
- *Benchmark:*
 - At the end of a CE event, 80% of respondents surveyed will indicate their skills and knowledge level is at 4 or 5 with 1 being low and 5 being high.
 - 75% of attendees surveyed will indicate they have made changes in their library procedures or services as a result of participating in the event when measured 6 weeks to 6 months after the event.

Objective 4: Provide training for statewide programs and services.

- *Performance Measure:*
 - Number of training events and participants
- *Benchmark:*
 - At the end of a CE event, 80% of respondents surveyed will indicate their skills and knowledge level is at 4 or 5 with 1 being low and 5 being high.

- 75% of attendees surveyed will indicate they have made changes in their library procedures or services as a result of participating in the event when measured 6 weeks to 6 months after the event.

Objective 5: Promote and encourage resource sharing.

- *Performance Measure:*
 - % increase in interlibrary loans through LiLI Unlimited (to/from)
- *Benchmark:*
 - 2% annual increase

Objective 6: Promote and encourage access to information and library services.

- *Performance Measure:*
 - % increase in LiLI Unlimited participating libraries
- *Benchmark:*
 - 5% annual increase
- *Performance Measure:*
 - Value of the LiLI Databases licenses if purchased individually by all libraries compared to actual costs
 - Number of LiLI Databases sessions/logins
 - Number of LiLI Databases full text views
- *Benchmark:*
 - Value > Actual costs

Objective 7: Promote and support outreach projects that encourage partnerships.

- *Performance Measure:*
 - Number of libraries participating in outreach programs
 - Number of sub-grant projects that include outreach elements
- *Benchmark:*
 - 80% of respondents will feel their project partnerships have been successful.

Key External Factors

1. Tax revenues and local authority

The Commission for Libraries has a collaborative relationship with the Idaho library community. We have no regulatory authority over any library; each has its own revenue source(s) and its own governing authority:

- District libraries: 5-member elected board, funded through dedicated property taxes.
- City libraries: 5-member board appointed by mayor and city council, usually funded through the city general fund.
- School libraries: under school district governance structure and budget.

- Academic libraries: under college/university governance structure and budget. We provide information, guidance, grant programs, incentives to cooperate, and opportunities to participate in statewide programs. Each library decides its level of participation and defines its approach to dealing with the following four (2-5 below) factors.

2. The future

Major changes have occurred over the last 20 years in all areas of information services. The initial technology explosion is in the past. Rapid change is now a constant and even more dramatic change is predicted. The profiles of our users and potential users have changed drastically. Preschoolers are computer literate and seniors love communicating via e-mail. These were predictions of the future not that long ago; now they are the facts of everyday life.

If librarians are to provide library services to these rapidly changing generations in the future, staff and governing bodies must learn to anticipate risks and opportunities, to understand current trends and their possible consequences, and to consider the variety of options we have for achieving our goals. We cannot wait for proof of what lies ahead or how things are going to develop.

3. Digital natives

Digital natives are those who have grown up with digital technology beginning in the last decades of the 20th century. Computers, video games and cams, the Internet as well as the wide variety of cell phones have been common, everyday toys and tools in their lives since infancy. Text messaging, wikis, blogs, and social networking sites are the communication avenues of a growing number of people. Librarians have no control over these technologies, but must embrace them (and keep an eye out for whatever comes next) in the design and delivery of services.

4. Vital identity

Stereotypes of libraries and librarians hamper our ability to deliver good library services. We have decades of misconceptions to overcome. Many Idaho libraries have changed dramatically in the past 10 years. We want libraries to be recognized as essential players in formal education, lifelong learning, and community and economic development. Increased communication and interaction among all types of libraries are needed to best meet our citizens' diverse needs. To most citizens a library is a library, but communities – including schools, colleges, and universities - are different and need different services. Without a vital identity, libraries may face disappearance in the future.

5. Innovation and change

Quality library services are the basis for a good reputation and the foundation for building the services of the future. Library staff and governing boards must deal with the demands of the present so we can position ourselves for the future. To do this successfully, the underlying base of the library organization needs to be strong and healthy. The challenge is in making sure the continuity provides us something strong upon which to build the future. Librarians need to be innovative and embrace change.

6. Federal funding

20 to 25% of the Commission's total annual budget comes from the Library Services and Technology Act (LSTA), administered by the Institute of Museum and Library Services (IMLS). Based on the state's approved 5-year plan, Idaho's funding is used primarily for pilot projects and grants to libraries. Recent new interpretations from IMLS of eligible expenditures under LSTA, a re-authorization scheduled for 2009, and the federal deficit may each or collectively affect our ability to make progress toward the goals in Idaho's 5-year LSTA plan.